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Assistant Director for Research and Reports

7 January 1952

Chief, Organization and Methods Service

Report and Recommendations regarding the Administrative
Support Staff of the Office of Research and Reports

1. **PROBLEM.**--Review of the organizational structure, assigned responsibilities, and operating procedures of the administrative support staff of the Office of Research and Reports.

The organization and methods examiners were accorded every courtesy and the full cooperation of the various administrative elements of the Office of Research and Reports. It should be noted that the Administrative Staff (St/A) has made a concerted effort in the past few months to improve its methods of operation and to divide the work more equitably among its various components. Marked improvement can be seen in the services rendered and the records maintained by St/A.

2. **FACTS BEARING ON THE PROBLEM.**--

- A. **ORGANIZATION AND FUNCTIONS.** (See Chart of Present Organization, attached as Annex I.)

(1) Office of the Assistant Director.--The DAD (Executive) has the delegated responsibility for all administration for ORR of a logistics nature and for carrying on the continuity of the exercises of ORR in the fields of administration, in addition to his responsibility for serving as Assistant Director in the absence of the AD and carrying on the continuity of the exercises of the Office in the field of operational policy. He is also Security Officer for ORR.

(2) The Administrative Officer (Chief of St/A) has the delegated responsibility for formulation and direction of policy for all matters relating to administrative management support necessary to ORR, and must be thoroughly familiar with the substantive programs and operational methods.

(3) Administrative Assistants are located in all ^{ECONOMIC RESEARCH} ~~operating~~ divisions with the exception of the Techniques and Methods Division. Also,

Document No. 001

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DDA Memo, 77 APR 77

Auth: DDA REG. 77/1733

Date: 24/12/75 Release 0208 07/12 : CIA-RDP61-00274A000200110001-3

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an administrative assistant in the office of the Chief, Geographic Research, services four divisions with the assistance of one administrative clerk.

B. ASSIGNED RESPONSIBILITIES OF ADMINISTRATIVE STAFF.

See St/A, Present Duty Assignments, attached as Annex III.

C. OPERATING PROCEDURES.

See Charts of Present Procedures, attached as Annex V.

D. RECORDS.

(1) Files.--There is considerable duplication of administrative files among the Office of the Assistant Director, the Administrative Staff, and the various divisions of ORR.

Administrative Staff has made considerable progress in reorganizing its files on a functional basis, such as training, budget, personnel, applicants, travel, security, etc. In addition to these functional files, however, St/A maintains a personnel folder on each individual which contains copies of personnel actions, commendation memoranda, training memoranda, travel orders and vouchers, leave memoranda, etc.

(2) Reports.--St/A is required to make a bi-weekly personnel status report to the Assistant Director, a monthly progress report on training to the Assistant Director, a monthly training report to the CIA/Career Service Board, a semi-annual training report to the CIA/Career Service Board (?), and a yearly report on all functions of St/A. Special reports are made at the direction of the Office of the Assistant Director on such matters as projection of the personnel-budget picture for 1954, T/O distribution by grade and division, etc.

3. DISCUSSION.--

A. RESPONSIBILITIES OF DAD (EXECUTIVE) AND CHIEF, St/A.

Observation of the nature of the delegated responsibilities of the DAD (Executive) and the Chief St/A has confirmed that the DAD (Executive) is concerned with many administrative details which should not be his responsibility and, conversely, the Chief of St/A is required to be familiar with many substantive matters which should not properly fall within the purview of this position. Thus, the incumbents of both positions work under a handicap in carrying out their basic responsibilities. In other words, the basic responsibility of a Deputy Assistant Director should be to serve in the absence of the AD, carry out operational policy for the AD, and formulate and direct policy relating to administrative support for an Office. The basic responsibility of a Chief of Administration is generally understood to be implementation of administrative

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policy as established and to act as advisor only on the establishment of policy.

It is felt that there is a tendency to associate the term "Executive" with purely administrative functions and, thus, the position of a DAD is weakened by the attachment of this term. It is also believed that in an Office of the size and complexity of ORR, the position of the DAD should be relieved of performing administrative duties beyond the establishment of policy. Likewise, the position of a Chief of Administration for an Office consisting of more than [redacted] positions cannot properly serve the Office if a major portion of effort is devoted to substantive matters.

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B. RESPONSIBILITIES OF ADMINISTRATIVE ASSISTANTS.

It has been estimated that approximately 20% of the time of the administrative assistants in the various divisions is devoted to performing administrative duties while the remaining 80% of time is devoted to operational duties. Experience has demonstrated that decentralization of such duties as preparation of personnel actions, travel vouchers, etc. requires that a considerable amount of time must be devoted to training administrative assistants, in spite of which frequent changes in procedures, personnel, etc. necessitate correction by St/A of many completed actions in the divisions. Decentralization also encourages the existence of files and records in the divisions which duplicate those in the central files of St/A.

C. RECORDS.

(1) Files.--It is considered that decentralization of files of an administrative nature is undesirable, not only from the standpoint of duplication and unnecessary security risk, but creates the possibility of violation of the privacy of these personal matters which should be known only to the individual and the central administrative staff serving him.

It is considered that the personnel folder maintained in St/A on each individual is unnecessary inasmuch as the same information is entered on the official Cardex which is maintained on each individual. The reasons set forth in the above paragraph also apply to this matter, and it is felt that the official personnel folder maintained in the CIA Personnel Office should be the only such file.

(2) Reports.--The necessity for a bi-weekly report on the status of personnel is questioned in view of the time consumed in preparation of this report and the availability of the up-to-date Cardex file to review significant changes at any time.

This Office will ascertain, independently of this report, whether the information contained in the ORR monthly training report to the CIA/Career Service Board can be obtained elsewhere from centralized training

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files, thus eliminating necessity for preparing this report in ORR.

4. CONCLUSIONS.--

A. RESPONSIBILITIES OF HAD (EXECUTIVE) AND CHIEF, St/A.

The Office of the Assistant Director, in the person of the Deputy Assistant Director, should concern itself with administration solely to the extent of establishing policy, evaluating reports on administrative matters, and receiving advice from the Administrative Staff on matters affecting administrative policy.

The Chief, St/A, should be responsible for performing those duties shown in the attached Outline of Recommended Duty Assignments, and related administrative duties, divorcing himself entirely from performance of any substantive duties.

B. ADMINISTRATIVE ASSISTANTS.

The administrative duties performed by the administrative assistants should be centralized in the ORR Administrative Staff, re-alignment of duties should be made by division chiefs to assure full utilization of this personnel on operational duties and titles of positions should be changed to reflect more appropriately their operational duties. Those administrative functions necessary to divisions such as time and attendance reports, requests for overtime approval, etc. should be assigned to secretaries of branch and division chiefs. The Divisions affected by the above are: Analysis, Reports (excepting the Administrative positions in Project Initiation and Control Branch, which is currently under separate review), Materials, Industrial, Services, Economic Defense, and the Requirements and Control Staff.

The administrative positions in the following organizational elements of ORR are considered to be justifiable at this time: Chief, Economic Research; Chief, Geographic Research; Strategic Division, and Basic Intelligence Division. However, duties and records of these administrative personnel which would normally be resident in a central administrative staff should be transferred to St/A.

C. RECORDS

(1) Files--All files of an administrative nature should be centralized in the Administrative Staff, to be available on a loan basis to the Office of the Assistant Director and other organizational elements immediately upon request.

The personnel files maintained in St/A should consist only of the official Cardex file, SF-52s (37-34) filed by position number, IBM machine runs, and an IBM "locator" card filed alphabetically for each individual.

A monthly progress report to the Assistant Director, via the Deputy Assistant Director, and a weekly status report.

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and should include all significant administrative actions during the month covered, such as personnel entered on duty, separations, transfers, promotions, reassignments, travel, extended leave, excessive overtime, training, space, etc.

5. RECOMMENDATIONS---

- A. THAT the title of the position "DAD (Executive)" should be changed to "Deputy Assistant Director", and THAT, regarding administration, this position should be charged solely with "Formulation and direction of policy for all matters relating to administrative management support for ORR".
- B. THAT the Chief of the Administrative Staff, ORR, should advise on the establishment of administrative policy, implement such policy at the direction of the Deputy Assistant Director, and maintain liaison internal and external regarding implementation of policy.
- C. THAT administrative support staff for ORR should be re-aligned as shown in the Chart of Recommended Redistribution of Administrative Personnel, attached as Annex II.
- D. THAT all administrative files for ORR should be centralized in St/A.
- E. THAT St/A should eliminate personnel folders and send all permanent record material now contained therein to the official files in the Personnel Office.
- F. THAT a monthly progress report should be submitted by St/A to the Assistant Director, via the DAD, covering all significant administrative actions, to replace reports presently submitted except special studies.
- G. THAT the "St/A Recommended Duty Assignments", Annex IV, should be effectuated.
- H. THAT the "St/A- Charts of Recommended Procedures", Annex VI, should be incorporated in the ORR Manual as Regulations, in narrative form.

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(Signed) _____

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CONCURRENCE:

W. L. Peel, Chief
Organization and Methods Service

ANNEXES:

- I- Chart of Present Organization
 - II- Chart of Recommended Redistribution of Administration Personnel
 - III- St/A- Present Duty Assignments
 - IV- St/A- Recommended Duty Assignments
 - V- Charts of Present Procedures
 - VI- Charts of Recommended Procedures
- } 1 copy only -- given to St/A, ORR.

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